

KNOWLEDGE INSTITUTE OF TECHNOLOGY

(An Autonomous Institution)

Approved by AICTE, Affiliated to Anna University, Chennai.
Accredited by NBA (CSE, ECE, EEE & MECH), Accredited by NAAC with 'A' Grade
KIOT Campus, Kakapalayam (PO), Salem-637504, Tamil Nadu, India.



Beyond Knowledge

MBA (IEV) Regulations 2024

MASTER OF BUSINESS ADMINISTRATION

(INNOVATION ENTREPRENEURSHIP & VENTURE DEVELOPMENT)

Curriculum and Syllabi

(For the Students Admitted from the Academic Year 2024-25 Onwards)

Version: 1.0

Date: 06/07/2024



**KNOWLEDGE INSTITUTE OF TECHNOLOGY (AUTONOMOUS),
SALEM-637504**

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**MBA - INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)
REGULATIONS 2024 (R2024)
CHOICE BASED CREDIT SYSTEM AND OUTCOME BASED EDUCATION**

MBA - INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)

VISION OF THE INSTITUTE

- To be a world class institution to impart value and need based professional education to the aspiring youth and carving them into disciplined world class professional who have the quest for excellence, achievement orientation and social responsibilities.

MISSION OF THE INSTITUTE

A	To promote academic growth by offering state-of art undergraduate, postgraduate and doctoral programs and to generate new knowledge by engaging in cutting -edge research
B	To nurture talent, Innovation entrepreneurship, all-round personality and values system among the students and to foster competitiveness among students
C	To undertake collaborative projects which offer opportunities for long-term interaction with academia and industry
D	To pursue global standards of excellence in all our endeavors namely teaching, research, consultancy, continuing education and support functions.

VISION OF THE DEPARTMENT

To produce global leaders in innovation and entrepreneurship who can manage and grow enterprises in a challenging and highly competitive world, through the integration of domain expertise, entrepreneurial acumen, and high ethical standards.

MISSION OF THE DEPARTMENT

M1	Developing analytical, problem-solving, and decision-making skills specifically tailored for managing entrepreneurial ventures and driving innovative change.
M2	Nurturing entrepreneurial leadership traits through continuous industry interaction, industry-sponsored centers of excellence, and hands-on experiential learning.
M3	Providing top-tier entrepreneurial education through domestic and international collaborations, enhancing cross-cultural competencies and global business perspectives.
M4	Facilitating learning and innovation by engaging faculty who are thought leaders, actively involved in intensive research, and industrial consultancy focused on entrepreneurship and venture development.

PROGRAM EDUCATIONAL OBJECTIVES(PEOs)	
PEO1	To make the graduates as Entrepreneurs and successfully run Ventures / Startups.
PEO2	To make the graduates to be a Leading Player in Innovation Management.
PEO3	To successfully contribute to Entrepreneurial Development or Play a Leading Role in Innovation / New Product Development in Corporates.

PROGRAM OUTCOMES (POs)	
PO1	Understand and apply the concepts of Entrepreneurship, Innovation and New Venture Development.
PO2	Ability to find a business idea, build a prototype and launch to early customers in the market.
PO3	Ability to choose appropriate business model, to raise funds and to scale up the venture.
PO4	Understand and apply the management theories & practices to solve business problems and successfully run Startups.
PO5	Understand and practice Standards, Compliances (Ethical, Economical, Legal, Environmental, Sustainable Global, etc.).
PO6	Ability to lead the team/venture, to be a collaborative team player, to strategically and innovatively take the venture towards growth.

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MBA-INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT(IEV)

Version 1.0

Courses of Study and Scheme of Assessment (R- 2024)

Date
06-07-2024

SEMESTER I

Sl. No.	Course Code	Course Title	Periods/Week						Maximum Marks		
			CAT	CP	L	T	P	C	CIA	ESE	Total
THEORY											
1	MB24IE301	Introduction to Startups and Business Administration	PC	3	2	1	0	3	40	60	100
2	MB24IE101	Accounting for Business	FC	3	2	1	0	3	40	60	100
3	MB24IE302	Innovation Management	PC	3	2	1	0	3	40	60	100
4	MB24IE102	Managerial Economics for Business	FC	3	2	1	0	3	40	60	100
5	MB24IE303	Organizational Behavior and Human Resource Management	PC	3	2	1	0	3	40	60	100
6	MB24IE701	Exposure to Startup Ecosystem-I	MC	1	0	0	1	0	100	0	100
PRACTICAL											
7	MB24IE304	Design Thinking for New Product Development-Practical	PC	3	1	0	2	2	60	40	100
8	MB24IE305	Lean Business Model Development-Practical	PC	3	1	0	2	2	60	40	100
SKILL DEVELOPMENT COURSE											
9	MB24IE901	Skill Development Course-I	PT	3	1	0	2	2	100	0	100
EXPERIENTIAL LEARNING COURSE											
10	MB24IE902	Experiential Learning Course-I	PT	2	0	0	2	1	100	0	100
CAPSTONE PROJECT-I											
11	MB24IE601	Business Idea and Problem-Solution-Fit	PW	6	0	0	6	3	60	40	100
Total				33	13	5	15	25	680	420	1100

SEMESTER II

THEORY											
1	MB24IE306	Financial Management for Business	PC	3	2	1	0	3	40	60	100
2	MB24IE307	New Venture: Establishment and Management	PC	3	2	1	0	3	40	60	100
3	MB24IE308	Marketing Management for Business	PC	3	2	1	0	3	40	60	100
4	MB24IE309	Operations Management for Business	PC	3	2	1	0	3	40	60	100
5	MB24IE310	Market Research and Pricing Strategy	PC	3	2	1	0	3	40	60	100
6	MB24IE702	Exposure to Startup Ecosystem-II	MC	1	0	0	1	0	100	0	100


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Sl. No.	Course Code	Course Title	Periods/Week						Maximum Marks			
			CAT	CP	L	T	P	C	CIA	ESE	Total	
REGULAR ELECTIVE COURSES												
7		PE-I	PE	2	2	0	0	2	40	60	100	
8		PE-II	PE	2	2	0	0	2	40	60	100	
SKILL DEVELOPMENT COURSE												
9	MB24IE903	Skill Development Course-II	PT	3	1	0	2	2	100	0	100	
EXPERIENTIAL LEARNING COURSE												
10	MB24IE904	Experiential Learning Course-II	PT	2	0	0	2	1	100	0	100	
PARTICIPATIVE LEARNING COURSE												
11	MB24IE602	Participative Learning Course-I	PW	2	0	0	2	1	100	0	100	
CAPSTONE PROJECT-II												
12	MB24IE603	Business Model Development	PW	6	0	0	6	3	60	40	100	
ACTION LEARNING PROJECT-I												
13	MB24IE604	Environmental Scanning and Business Idea Identification	PW	6	0	0	6	3	100	0	100	
Total					39	15	5	19	29	840	460	1300
SEMESTER III												
THEORY												
1	MB24IE311	Venture Strategy, Funding and Growth	PC	3	2	1	0	3	40	60	100	
2	MB24IE312	Business Laws, IPR and Compliance	PC	3	2	1	0	3	40	60	100	
3	MB24IE313	Family Business Management	PC	3	2	1	0	3	40	60	100	
4	MB24IE314	Information System and Data Management	PC	3	2	1	0	3	40	60	100	
REGULAR ELECTIVE COURSES												
5		PE-III	PE	2	2	0	0	2	40	60	100	
6		PE-IV	PE	2	2	0	0	2	40	60	100	
7		PE-V	PE	2	2	0	0	2	40	60	100	
PROJECT SPECIFIC ELECTIVE COURSE-(ONLINE/PHYSICAL)												
8	MB24IE605	PW-I	PW	2	2	0	0	2	40	60	100	
SKILL DEVELOPMENT COURSE												
9	MB24IE905	Skill Development Course-III	PT	3	1	0	2	2	100	0	100	
EXPERIENTIAL LEARNING COURSE												
10	MB24IE906	Experiential Learning Course-III	PT	2	0	0	2	1	100	0	100	
PARTICIPATIVE LEARNING COURSE												
11	MB24IE606	Participative Learning Course-II	PW	2	0	0	2	1	100	0	100	

Sl. No.	Course Code	Course Title	Periods/Week						Maximum Marks		
			CAT	CP	L	T	P	C	CIA	ESE	Total
CAPSTONE PROJECT-III											
12	MB24IE607	Business Plan and Market Launch Strategy	PW	6	0	0	6	3	60	40	100
ACTION LEARNING PROJECT-II											
13	MB24IE608	Development of Innovative Business Solution, MVP and WSP	PW	6	0	0	6	3	100	0	100
Total				39	17	4	18	30	780	520	1300
SEMESTER IV											
REGULAR ELECTIVE COURSE (ONLINE)											
1		PE-VI	PE	2	2	0	0	2	40	60	100
PROJECT SPECIFIC ELECTIVE COURSE-(ONLINE/PHYSICAL)											
2	MB24IE609	PW-II	PW	2	2	0	0	2	40	60	100
ACTION LEARNING PROJECT-III											
3	MB24IE610	Implementation and impact on Business Development	PW	28	0	0	28	14	100	0	100
Total				32	4	0	28	18	180	120	300
Regular Electives-I-Startup/Innovation-SEMESTER II											
THEORY											
1	MB24SI401	Startup Feasibility Analysis	PE	2	2	0	0	2	40	60	100
2	MB24SI402	Law, Ethics And Environment for start ups	PE	2	2	0	0	2	40	60	100
3	MB24SI403	Venture Finance	PE	2	2	0	0	2	40	60	100
4	MB24SI404	Strategic Planning and Execution	PE	2	2	0	0	2	40	60	100
Regular Electives-II- Entrepreneurship/Venture Development/Family Business- SEMESTER II											
1	MB24EV401	Social Entrepreneurship	PE	2	2	0	0	2	40	60	100
2	MB24EV402	Sustainability in Family Business	PE	2	2	0	0	2	40	60	100
3	MB24EV403	International Startup Ecosystem	PE	2	2	0	0	2	40	60	100
4	MB24EV404	Export and Import Business Management	PE	2	2	0	0	2	40	60	100
(Regular Electives-III-Marketing)-SEMESTER III											
1	MB24IM401	Advertising and Sales Promotion	PE	2	2	0	0	2	40	60	100
2	MB24IM402	Customer Relationship Management	PE	2	2	0	0	2	40	60	100
3	MB24IM403	Retail Management	PE	2	2	0	0	2	40	60	100
(Regular Electives-IV-Finance) SEMESTER III											
1	MB24IF401	Investment Analysis and Portfolio Management	PE	2	2	0	0	2	40	60	100
2	MB24IF402	Banking and Financial Services	PE	2	2	0	0	2	40	60	100
3	MB24IF403	Risk and Insurance Management	PE	2	2	0	0	2	40	60	100

Sl. No.	Course Code	Course Title	Periods/Week						Maximum Marks		
			CAT	CP	L	T	P	C	CIA	ESE	Total
(Regular Electives-V-Operations Management) SEMESTER III											
1	MB24IO401	Project Management	PE	2	2	0	0	2	40	60	100
2	MB24IO402	Supply Chain and Logistics Management	PE	2	2	0	0	2	40	60	100
3	MB24IO403	Total Quality Management	PE	2	2	0	0	2	40	60	100
(Regular Electives-VI-Human Resource Management)-Online SEMESTER IV											
1	MB24IH401	Reward and Compensation Management	PE	2	2	0	0	2	40	60	100
2	MB24IH402	Negotiation and conflict Management	PE	2	2	0	0	2	40	60	100
3	MB24IH403	Organizational Design, Change And Development	PE	2	2	0	0	2	40	60	100
4	MB24IH404	Any Suitable Course in HRM(Online)*	PE	2	2	0	0	2	40	60	100
Note: If the online course has credits more, it will be considered as 2 credits.											

SUMMARY							
Sl.No.	Course Category	Credits per Semester				Credits	Credit%
		I	II	III	IV		
1	FC	6	0	0	0	6	6
2	RM	0	0	0	0	0	0
3	PC	13	15	12	0	40	39
4	PE	0	4	6	2	12	12
5	OE	0	0	0	0	0	0
6	PW	3	7	9	16	35	34
7	MC	0	0	0	0	0	0
8	AC	0	0	0	0	0	0
9	PT	3	3	3	0	9	9
Total Subjects		11	13	13	03	102	100
Total Credits		25	29	30	18		

Category	FC	RM	PC	PE	OE	PW	MC	AC	PT	Remarks
Category Code	1	2	3	4	5	6	7	8	9	
CAT	Category of Course			CP	Contact Periods					
L	Lecture Hours			T	Tutorial Hours					
P	Practical Hours			C	Credits					
CIA	Continuous Internal Assessment			ESE	End Semester Examination					
FC	Foundational Courses			RM	Research Methodology and IPR Courses					
PC	Professional Core Courses			PE	Professional Elective Courses					
OE	Open Elective Courses			PW	Project work /Action Learning Course					
MC	Mandatory Courses			AC	Audit Courses					
PT	Employability Enhancement Courses									


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MB24IE301	INTRODUCTION TO STARTUPS AND BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	2	1	0	3
Programme & Branch	PG-MBA- INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)	Version: 1.0				
	Course Objectives:					
1.	To understand the basic aspects needed to start a new business.					
2.	To explain the business models and make effective business plans.					
3.	To understand basic concepts of finance, operations, organizational behavior and humanresource management.					
4.	To understand the concepts related to advertising and marketing strategies for business.					
5.	To understand the basis aspects of startups and design thinking.					
	INTRODUCTION (Not for Examination)					2
Importance	Studying the basics of startups and entrepreneurship equips individuals with the skills needed to start and manage a business successfully. It provides practical knowledge and hands-on experience to help students effectively launch and run their ownventures.					
Real-Life Examples	Rapido - providing a convenient app-based ride-hailing service.					
	Zomato - offering food delivery, online ordering, and table reservations.					
	Phone pe - offering payments, banking, insurance, and e-commerce services.					
Linkages	Chapter - 1: Exposure to Startup Ecosystem – II.					
	Chapter - 2: Business Laws, IPR and Compliance, Business Model Development.					
	Chapter - 3: Accounting for Startups, Organizational Behavior and Human Resource Management.					
	Chapter - 4: Marketing Management for Startups, Market Research and PricingStrategy.					
	Chapter - 5: Design Thinking for New Product Development-Practical.					
UNIT-I	INTRODUCTION TO BUSINESS AND ENTREPRENEURSHIP					6+3
	Entrepreneurship (L2) – Entrepreneurial Qualities (L2) – Entrepreneurs Intrapreneur vs Manager (L2) - Business and its types (L2) – Business sectors (L2)– Business idea (L3) – Business research (L2) - Feasibility of business idea to business (L2).					
UNIT-II	BUSINESS MODEL & FOUNDATION					6+3
	Business Models (L3) - Porter 5 force model (L3) - Andy Grove 6 force model (L3) – Reasons for business failure (L2) – Business plan (L2) – Finance for business (L2) – Location (L2) – manufacturer / Vendor / Supplier (L2) – IPR and Copy rights (L2) – Legal, Tax & Compliance Aspects (L2).					

UNIT- III	BUSINESS ADMINISTRATION BASICS – I	6+3
	Finance Management: Book keeping (L2) - journal, Ledger and Balance sheet (L2) – Operations Management: Capacity planning (L2) – Inventory Management (L2) – Supply chain management (L2) - Human resource Management: recruitment, types (L2) – Selection, process (L3) – Motivation and it's significance (L2) – Training (L2)– Organization Citizenship Behavior (L2)	
UNIT- IV	BUSINESS ADMINISTRATION BASICS – II	6+3
	Marketing: Marketing Mix (L2) - Product Life Cycle (L3) - Advertisement and its types (L3) – Sales promotion and its types (L2) - Developing Internal and External Customers (L2) - Management of customers (L2) – Pricing (L2) and its strategy(L2) – Global marketing (L2).	
UNIT- V	INTRODUCTION TO STARTUPS	6+3
	Startups: 3 Goals of startup (L2), Stages of startup life cycle (L2), Types of startups (L2), Problem solution fit (F2), MVP-Minimum viable product (L2) - Key metrics to check economic viability of Startups (L2) - Design thinking for startups: Definition (L1), Law of design thinking (L2) - 5 forces of growth (SEPIA) (L2) – 5 Frictional forces (DCAFE) (L2) – 3 Capacity levers (VAL) (L2) – Process (L2).	
	Total No. of Periods	47
OPEN-ENDED PROBLEMS/QUESTIONS		
Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.		
Course Outcomes:		
	Upon completion of this course the students will be able to:	Bloom's Taxonomy
CO1	Identify key elements of entrepreneurship and starting a new business.	L3 – Apply
CO2	Apply the dynamics of business, business model, finance and IPR issues.	L3 – Apply
CO3	Apply the essential finance management practices and human resource management concepts.	L3 – Apply
CO4	Apply the effectiveness of advertising and marketing strategies tailored for startups.	L3 – Apply
CO5	Understand the structure and stages of startups and process of design thinking for startup business.	L2 – Understand
TEXT BOOKS:		
1.	Jonathan T. Scott., "The Entrepreneur's Guide to Building a Successful Business", Second Edition, EFMD, 2017.	
2.	Saurabh jain, "Startups Master Class", BPB Publication, 2024.	
3.	Unmukt – Science and art of design thinking, Arun jain and school of design thinking, 2021.	

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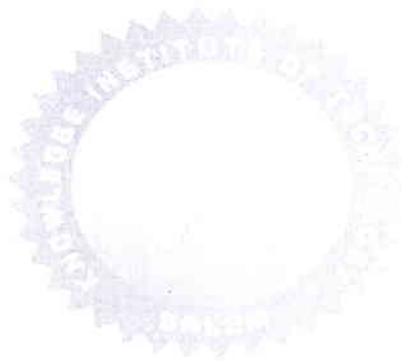
REFERENCE BOOKS:				
1.	Arthur A. Boni., "Building and growing an Entrepreneurial team", Designing & Leading aBusiness, 2014.			
2.	How to start A Business, "A Guide for Georgia Entrepreneurs", The University of GeorgiaSmall Business Development Center, 2016.			
3.	Stephen J. Skripak., "Fundamentals of Business", Pamplin College of Business andVirginia Tech Libraries, Virginia Tech, 2016.			
WEB REFERENCES:				
	Publisher	Website link	Topic	
1.	Tech target	https://www.techtarget.com/searchcio/definition/startup	Startup company	
2.	Pubmed central	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3217699/	Intellectual property	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Topic	Video link
1.	NPTEL	Prof. Manoj Kumar Mondal., IIT Kharagpur	Entrepreneurship Essentials	https://youtu.be/IE8Spx8vIOU
2.	NPTEL	Prof. B.K.Chakravarthy., IIT Bombay	Understanding Incubation and Entrepreneurship	https://nptel.ac.in/courses/107101092

Mapping of COs with POs						
Cos	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	-	1
CO2	-	2	3	3	-	2
CO3	3	-	2	3	2	-
CO4	-	1	2	3	2	-
CO5	2	3	3	-	-	2
Avg.	2.6	2	2.2	2.75	2	1.6
1 – Low, 2 –Medium, 3 – High						

MB24IE101	ACCOUNTING FOR BUSINESS	CP	L	T	P	C
		3	2	1	0	3
Programme & Branch	PG-MBA- INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)	Version: 1.0				
	Course Objectives:					
1.	To understand the accounting principles and balance sheet related concepts.					
2.	To acquire conceptual knowledge of the corporate accounting system and corporate governance.					
3.	To develop skills in analyzing and presenting financial statements for assessing business sustainability.					
4.	To acquire knowledge of cost accounting methods and techniques.					
5.	To learn the concept of standard costing for variance analysis.					
	INTRODUCTION (Not for Examination)					2
Importance	Understanding the concept of financial statements, ratios, and costing will help the entrepreneurs or business administrators analyze data and measure business's performance.					
Real-Life Examples	Asian Paints Ltd., - Annual Report Analysis.					
	Tata Consumer Products Ltd., - Annual Report Analysis.					
Linkages	Future course: Financial Management for Startups, Venture Finance.					
UNIT-I	FINANCIAL ACCOUNTING					6+3
	Need for Accounting (L2)- Components of Accounts (L2)- Steps of Accounting (L2)- Book keeping Vs Accounting (L2)- Objectives of Accounting (L2)- Groups interested in accounting information (L2)- Branches of accounting (L2)- Human Resource Accounting (L2)- Inflation Accounting (L2)- Types of accounting, (L1) Generally accepted accounting principles (GAAP) (L3)- Balance sheet and related concepts and Applications. (L3)					
UNIT-II	CORPORATE ACCOUNTING					6+3
	Concept of Company (L2)- Share capital and types (L2)- Company statutory records (L2)-Concept of corporate governance (L2)- Concept of profit and loss appropriation account. (L2)					
UNIT- III	ANALYSIS OF FINANCIAL STATEMENTS					6+3
	Financial ratio analysis, (L3) Interpretation of ratio for financial decisions (L3)- Comparative Statements (L3)- Funds flow statement analysis (L3)- Cash flow statement (as per Accounting Standard 3) (L3)- Trend Analysis. (L3)					
UNIT- IV	COST ACCOUNTING					6+3
	Definition of Cost, Costing, Cost Accounting (L2)- Elements of cost (L2)- Functions of Cost Accounting (L2)- Classification of Costs (L2)- Methods of costing-Job Cost Sheet, Batch Costing, Contract Costing and Process Costing. (L3)					
UNIT- V	PLANNING AND CONTROL					6+3
	Budgetary Control (L1)- Types of budget (L2)- Standard Costing (L2)- Types of Variance (L3)- Marginal costing (L3)- Budgetary Control Vs Standard Costing. (L2)					
	Total No. of Periods					47
Guidelines for Assessment in IAT/ESE: Theory- 60% and Problems- 40% (Approximate Proportion)						

OPEN-ENDED PROBLEMS/QUESTIONS				
Course specific Open-Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.				
Course Outcomes:				
Upon completion of this course the students will be able to:				Bloom's Taxonomy
CO1	Apply generally accepted accounting principles to prepare financial statements.			L3- Apply
CO2	Understand the Company statutory records for segment reporting in corporate financial statements.			L2-Understand
CO3	Assess the financial health of the company using ratio analysis, cash flow, and fund flow.			L3- Apply
CO4	Apply and evaluate the elements and classification of cost and provide an overview of methods and techniques.			L3- Apply
CO5	Develop skills in comparing actual costs to budgeted costs and the variance in managerial decision-making.			L3- Apply
TEXT BOOKS:				
1.	Dr.S.N. Maheshwari & Dr. Sunnel K. Maheshwari, Accounting for Management, Vikas Publication 3 rd edition, 2017.			
2.	Dr.R. Ramachandran & Dr.R. Srinivasan, Management Accounting, Sriram Publications 17 th edition, 2018.			
REFERENCE BOOKS:				
1.	A. Murthy, S. Gurusamy, Cost Accounting, Vijay Nicole, 2 nd edition, 2014.			
2.	Charles T. Horngren, Gary L. Sundem, David Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, PHI Learning, 2014, 16th edition.			
3.	Dr.S. N Maheswari, Corporate Accounting, Vikas Publications 9th edition 2009.			
WEB REFERENCES:				
	Publisher	Website link		Topic
1.	NPTEL	https://onlinecourses.nptel.ac.in/noc23_mg65/preview		Introduction to Financial Accounting-Company form of business
2.	Coursera	https://www.coursera.org/learn/finance-for-startups		Finance for Startups
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Topic	Video link
1.	NPTEL	Prof. Puran Singh, School of Humanities and Social Sciences, IIT Mandi	Introduction to Financial Accounting	https://www.youtube.com/watch?v=jhtVVJxbPU0
2.	YouTube-Stanford University	Kirsty Nathoo, Carolynn LevyStanford University	Legal and Accounting Basics for Startups	https://www.youtube.com/watch?v=EHzvmyMJEK4

Mapping of COs with Pos						
Cos	Pos					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	-	3	1	-
CO2	1	1	1	2	2	1
CO3	1	-	1	3	1	-
CO4	1	-	-	2	1	-
CO5	1	-	-	3	1	2
Avg.	1	1	1	2.6	1.2	1.5
1 – Low, 2 –Medium, 3 – High						



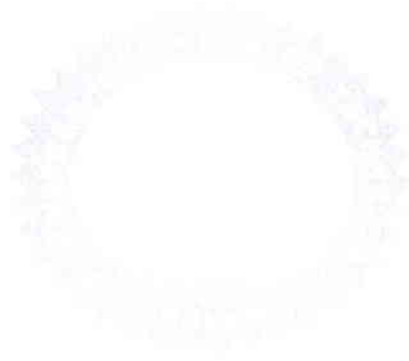

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MB24IE302	INNOVATION MANAGEMENT	CP	L	T	P	C
		3	2	1	0	3
Programme & Branch	PG-MBA- INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)	Version: 1.0				
	Course Objectives:					
1.	To study the concepts of innovation and creative thinking.					
2.	To Learn about service, process and product innovation.					
3.	To understand strategies required for organizational growth.					
4.	To learn the concepts of new product development.					
5.	To study about sustainability and risk in innovation.					
	INTRODUCTION (Not for Examination)					2
Importance	By studying innovation management, one can develop strategies to remain in competitive drive and can plan for growth through new products, services and processes innovations.					
Real-Life Examples	Product innovation - Autonomous driving technology & Smart Watch.					
	Process innovation-Amazon's automated warehousing and shipping process.					
	Service innovation-OTT, 24/7 AI powered Chatbots.					
Linkages	Future Courses: New Venture: Establishment and Management					
UNIT-I	INTRODUCTION TO INNOVATION AND CREATIVE THINKING					6+3
	What is Innovation (L2) - Why innovation is required (L2) - What is innovation management (L2) - Types of Innovation Doblin's Ten Types of Innovation (L2) - Innovation Process (L2)- Personal Creativity, Commands for Being Creative (L2)-Critical factors required for innovation success (L3).					
UNIT-II	SERVICE, PROCESS AND PRODUCT INNOVATION					6+3
	Meaning of service innovation (L2)-Star Framework to check service innovation (L3)- Meaning process innovation (L2) - Methodologies for Process Improvement (L2) Meaning of product innovation (L1) - importance of product innovation (L2) - stages in product innovation (L3).					
UNIT- III	GROWTH STRATEGY					6+3
	Aligning Innovation to Growth Strategy (L2) - The Ansoff Matrix for Strategic Planning (L3) - Breakdowns Between Business Strategy and Innovation (L2) - Design thinking-meaning (L1) & Phases (L2).					
UNIT- IV	NEW PRODUCT DEVELOPMENT					6+3
	Meaning and Definition (L1) - Classification of New Product (L2) - New productdevelopment stages (L3) - Stages in Product Life Cycle (L3).					
UNIT- V	SUSTAINABILITY & RISK IN INNOVATION					6+3
	Definition of Sustainable Innovation (L1) - Difference Between Sustainable Innovation and Traditional Innovation (L2) - Approaches to sustainability (L3)- Meaning of risk in innovation (L1) - Innovation Ambition Matrix (L3) - Usage of Metrics to avoid failure (L2).					
	Total No. of Periods					47

OPEN-ENDED PROBLEMS/QUESTIONS				
Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.				
Course Outcomes:				
	Upon completion of this course the students will be able to:			Bloom's Taxonomy
CO1	Understand the fundamentals of innovation and creative thinking.			L2 – Understand
CO2	Apply and integrate concepts from innovation frame work and methodology.			L3 – Apply
CO3	Apply strategies that addresses gap between business goals and innovation.			L3 – Apply
CO4	Apply the stages in product development and product life cycle for business analysis.			L3 – Apply
CO5	Apply the approaches of sustainability and risk management in innovation practices.			L3 – Apply
TEXT BOOKS:				
1.	Leading Innovation (Shields) Web downloaded content. http://open.umn.edu/opentextbooks/textbooks/1216 .			
REFERENCE BOOKS:				
1.	Innovation Management and New Product Development - Paul Trott, Pearson 7 th edition, 2021.			
2.	Principles of Marketing-Phillip Kotler, Person 13 th Edition, 2013.			
WEB REFERENCES:				
	Publisher	Website link		Topic
1.	Tech target	https://www.techtarget.com/searchcio/definition/innovation-management		What is innovation management
2.	Geeks for geeks	https://www.geeksforgeeks.org/8-stages-of-new-product-development-process/		8 Stages of New Product Development Process
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Topic	Video link
1.	Udemy	Jouni Routanen	Innovation Management	https://www.udemy.com/course/innovation-management
2.	Coursera	Jasmien Khattab	Innovation Management	https://www.coursera.org/learn/innovation-management


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Mapping of COs with Pos						
Cos	Pos					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	-	2	1
CO2	3	3	2	3	2	2
CO3	3	3	3	3	2	-
CO4	3	2	2	3	-	1
CO5	2	2	-	2	3	3
Avg.	3	2.4	2	2.7	2.2	1.7
1 – Low, 2 –Medium, 3 – High						



MB24IE102	MANAGERIAL ECONOMICS FOR BUSINESS	CP	L	T	P	C
		3	2	1	0	3
Programme & Branch	PG-MBA- INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)	Version: 1.0				
	Course Objectives:					
1.	To know the concepts of economics.					
2.	To learn the production function and various pricing strategies.					
3.	To understand various market structure and pricing methods.					
4.	To study about key macroeconomic theories and policies.					
5.	To outline the Indian economy and its interactions with the global economy.					
	INTRODUCTION (Not for Examination)					2
Importance	Managerial economics concepts of demand and supply, types of costs, pricing strategies, different market structures, and macroeconomic factors are essential in making various business decisions.					
Real-Life Examples	Tesla's Production decisions.					
	Amazon's Inventory Management.					
	Uber's Surge Pricing.					
	Airbnb's Market Expansion.					
Linkages	Future Course: Financial Management for startups, Banking and financial services.					
UNIT-I	CONCEPT OF ECONOMICS					6+3
	Concepts of Economics (L2) - Utility Analysis (L2) - Basic elements of supply and demand (L2) - Elasticity of Demand (L2) - Elasticity of Supply (L2).					
UNIT-II	PRODUCTION ANALYSIS					6+3
	Introduction to Production function (L2) - Cobb-Douglas production functions (L2) - Types of Cost (L2) - Production and costs in the Short Run (L2) - Production and costs in the Long Run (L2) - Pricing Strategies (L3).					
UNIT-III	MARKET STRUCTURE					6+3
	Introduction to Market Structure (L2) - Perfect Competition (L2) - Monopoly (L2) - Duopoly (L2) - Monopolistic Competition and Oligopoly (L2) - Contestable market (L3) - Perfectly Contestable markets Pricing methods (L2) - Price competition as a dynamic concept depending on market Structure (L3).					
UNIT-IV	MACROECONOMICS					6+3
	Keynes' Law and Say's Law in the AD / AS Model (L2) - Monetary policy, Fiscal Policy Regulatory Framework (L3) - The Philips Curve (L2) - Unemployment (L2) - Inflation (L3) - Okun's Law (L2).					
UNIT-V	GLOBAL ECONOMY					6+3
	Overview of Indian Economy (L2) - Computing National Income and its Components(L2) - Balance of Payments (L2) - Exchange rates and the International Financial System (L2) - Business cycles and counter cyclical policies (L2)- Factors influencing International Trade and Global Business Environment (L2).					
	Total No. of Periods					47
	OPEN-ENDED PROBLEMS/QUESTIONS					
	Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.					

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Course Outcomes:				
	Upon completion of this course the students will be able to:	Bloom's Taxonomy		
CO1	Understand the concepts of economics.	L2 - Understand		
CO2	Apply various concepts related to production functions, cost structures, and pricing strategies in different business contexts.	L3 - Apply		
CO3	Apply the pricing methods and compare various market conditions.	L3 - Apply		
CO4	Apply the macroeconomic policies to real-world business.	L3 - Apply		
CO5	Understand the Indian economy and its position within the global economic framework.	L2 - Understand		
TEXT BOOKS:				
1.	David Shapiro, Daniel MacDonald, Steven A. GreenLaw, "Principles of Economics", Openstax, 3 rd Edition, 2022.			
2.	Paul A Samuelson, William D Nordhaus, "Economics", McGraw Hill, 20 th Edition, 2020.			
REFERENCE BOOKS:				
1.	Christopher.R Thomas, S.Charles Maurice, "Managerial Economics: Foundations of Business Analysis and Strategy", 2020.			
2.	P.L.Mehta, "Managerial Economics - Analysis, Problems, and Cases", Sultan Chand & Sons, 21 st Edition, 2016.			
3.	Steven Stralser, "MBA in a Day", Center for professional Development, June 2016 Version 2.0, 2016.			
WEB REFERENCES:				
	Publisher	Website link	Topic	
1.	The Institute of cost Accountants of India	https://icmai.in/upload/Students/Syllabus2022/Fdn_Stdy_Mtrl/P4_Revised_1409_22.pdf	Fundamentals of business economics and management.	
2.	Vikas Publishing House Pvt. Ltd	https://ddceutkal.ac.in/Syllabus/MCOM/Managerial_Economics.pdf	Significance, demand, production function, monopoly and business cycle.	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Topic	Video link
1.	NPTEL	Prof.Angan Sengupta	Economics of Health and health care	https://onlinecourses.nptel.ac.in/noc24_mg122/preview
2.	Coursera	Prof.James DeNicco	Principles of Economics Microeconomics - Down to Business	https://www.coursera.org/learn/principles-of-economics-microeconomics

Mapping of COs with Pos						
Cos	Pos					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	3	1	1
CO2	2	3	2	3	2	1
CO3	2	3	2	2	2	1
CO4	2	2	3	2	3	1
CO5	2	2	2	3	2	2
Avg.	2.2	2.4	2	2.6	2	1.2
1 – Low, 2 – Medium, 3 – High						



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MB24IE303	ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT	CP	L	T	P	C
		3	2	1	0	3
Programme & Branch	PG-MBA- INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)	Version: 1.0				
	Course Objectives:					
1.	To learn the key concepts and theories of individual behavior.					
2.	To understand group behavior and significance of leadership and resolving conflicts.					
3.	To know the concepts of organizational structure, culture, climate, and change to solve organizational effectiveness and solve issues.					
4.	To gain essential insights into manpower planning and recruitment process.					
5.	To effectively implement HR strategies for training, performance appraisal, and compensation.					
	INTRODUCTION (Not for Examination)					2
Importance	Understanding of Organizational behavior is essential to gain insight into an individual's personality, attitude, and behavior within a team. When combined with human resource management processes, this understanding helps organizations to attract and retain a skilled and motivated workforce, which in turn ensures the attainment of organizational goals.					
Real-Life Examples	<p>Microsoft: Encourages flexible work arrangements to boost job satisfaction.</p> <p>IBM: Implements career development programs and mentorship to support Employee growth and retention.</p> <p>Sales force: Sales force implements programs to recognize and celebrate employee achievements, boosting motivation and morale.</p>					
Linkages	Future Courses: Organizational Design, Change and Development, Reward and Compensation Management, Negotiation and Conflict Management.					
UNIT-I	INTRODUCTION TO ORGANIZATIONAL BEHAVIOR AND INDIVIDUAL BEHAVIOR					6+3
	Introduction to Organizational Behavior (L2) – Importance (L2) – Approaches (L2). Introduction to Individual Behavior (L2) – Personality (L2) -Big five traits (L3) - Myers Briggs type indicators (L3) - Perception (L2) - Factors (L2) - Attribution theory (L2) – Errors (L2) Decision making (L2) – Process (L3) Attitudes (L2) - Components (L2) - Emotional Intelligence (L2) – Components (L2) - Motivation (L2) -Theories: Maslow's, Herzberg Two factor theory, Vroom expectancy theory (L2).					
UNIT-II	GROUP BEHAVIOR					6+3
	Introduction to group behavior (L2) - Stages of group (L2) - Properties of group (L2) – Team (L1) - Team Vs. Group (L2) - Types of team (L2) - Communication (L2) – Process (L3) – Types (L2) – Barriers (L2) Leadership (L2) – Styles (L2) – Theories (L2) - Power (L2) - Sources of power (L2), Politics (L2) – Factors (L2) - Conflict (L2) – Types (L2) – Techniques (L3) – Negotiation (L2) – Process (L2).					
UNIT- III	ORGANISATIONAL SYSTEMS					6+3
	Introduction to Organizational Structure (L2) – Types (L2)- Organizational Culture (L2) – Importance (L2) - Types (L2) – Cross Cultural Behavior(L2) Organizational Climate (L2) and its Components (L2) - Organizational Change (L2) –Process (L2) - Resistance to Change and Managing Resistance (L3) - Organizational Development (L2) – OD Interventions (L2).					

UNIT- IV	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT	6+3
	Introduction to Human Resource Management (L2) - Nature and scope (L2) - Human Resource Planning (L2) - Job Analysis (L3) - Job Description (L3) and Job Specification (L3) - Recruitment and its sources (L3) - Selection Process (L3) - Induction and Orientation (L2) - Job Satisfaction (L2).	
UNIT- V	HUMAN RESOURCE MANAGEMENT ESSENTIALS	6+3
	Introduction to Training (L2) - Types of training (L2) - Training Need Analysis (L3) - Training evaluation (L3) - Career Development (L2) and stages (L2) - Performance appraisal (L2) - Modern methods of performance appraisal (L2) - Compensation (L2) - Components of Compensation (L2) - Grievance handling and redressal (L2) - Procedure (L2).	
	Total No. of Periods	47
OPEN-ENDED PROBLEMS/QUESTIONS		
Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.		
Course Outcomes:		
	Upon completion of this course the students will be able to:	Bloom's Taxonomy
CO1	Apply the concepts of individual behavior and personality traits to boost workplace effectiveness.	L3 - Apply
CO2	Apply effective communication and leadership skills to resolve conflicts and manage power dynamics.	L3 - Apply
CO3	Understand the concepts of organizational structure, culture, climate, and change to improve organizational effectiveness.	L2 - Understand
CO4	Implement HR practices for effective recruitment and selection process.	L3 - Apply
CO5	Apply various HR strategies in training, appraisal, and compensation management to drive organization growth.	L3 - Apply
TEXT BOOKS:		
1.	Stephen P. Robins, Timothy A. Judge, Organizational Behavior, 18 th Edition, PHI Learning / Pearson Education, 2018.	
2.	Gary Dessler and Biju Varkkey, Human Resource Management, 15 th Edition, Pearson Education, 2018.	
REFERENCE BOOKS:		
1.	K. Aswathappa, Organizational Behavior, 12 th Edition, Himalaya Publishing House, 2016.	
2.	K. Aswathappa, Human Resource Management, 8 th Edition, McGraw Hill Education, 2017.	
3.	P. Subba Rao, Personal and Human Resource Management, 5 th Edition, Himalaya Publishing House, 2010.	
4.	V.S.P Rao, Human Resource Management, text and cases , 3 rd Edition, Excel Books, 2010.	

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WEB REFERENCES:				
	Publisher	Website link	Topic	
1.	Vantagecircle	https://www.vantagecircle.com/en/blog/organizational-behavior/	Organizational Behavior	
2.	TechTarget	https://www.techtarget.com/searchhrsoftware/definition/human-resource-management-HRM	Human Resource Management	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Topic	Video link
1.	NPTEL	Dr. M.P. Ganesh IIT Hyderabad	Introduction to organization behavior	https://www.youtube.com/watch?v=CRpqsuM36oo&list=PLYqSpQzTE6M8SdzVBP-SXRz2K0715DnxXx
2.	NPTEL	Prof. Aradhna Malik IIT Kharagpur	Principles of Human Resource Management	https://www.youtube.com/watch?v=14UNxNvDD5E

Mapping of COs with POs						
Cos	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	1	3	1	2
CO2	1	1	1	3	1	3
CO3	2	2	2	2	2	3
CO4	1	1	2	3	2	2
CO5	2	2	3	2	2	3
Avg.	1.4	1.4	1.8	2.8	1.6	2.6
1 – Low, 2 –Medium, 3 – High						

MB24IE701	EXPOSURE TO STARTUP ECOSYSTEM – I	CP	L	T	P	C
		1	0	0	1	0
Programme & Branch	PG – MBA - INNOVATION, ENTEPRENEURSHIP ANDVENTURE DEVELOPMENT (IEV)	Version: 1.0				
	Course Objectives:					
1.	To understand the available Startup Eco-System (SES) facilities.					
2.	To know the concept and best practices of SES.					
3.	To know the types of SES facilities like Pre-Incubators, Incubators, Accelerators, etc., andtheir support for creating Startups.					
4.	To understand the types of Services / Programs / Residency Learning Programs / Otherservices provided by the SES facilities – Benefits – Duration – Cost – Schemes / Subsidies / Incentives of the Govt. offered through SES facilities for Startups.					
5.	To understand how the student can leverage these services during study and actual venturecreation.					
A.	BACKGROUND					
	As an entrepreneur or a startup, one must have exposure to the Startup Eco-System (SES) available at present and know how to utilize these services to create his startup or new product development for an existing business. Central and State Governments have established various SES facilities like Pre-incubators, Incubators, and Accelerators and have created various Schemes like Startup India, and Startup TN. In addition, different NGOs and institutions like EDII, Ahmedabad are involved in various entrepreneurship development activities. The government has established various funding mechanisms. Various approvals and licenses are needed to establish a Startup business.					
B.	EXECUTION					
	The students will be visiting few SES facilities during the semester. During the visit and interactions with the SES facility administration team, the students will explore various aspects mentioned in the objectives of the course. Each student will submit a VISIT REPORT (3 -5 pages) for each SES facility visit. The VISIT REPORT will cover what are the various aspects, the student has understood during the visit.					
C.	EVALUATION: MANDATORY NON-CREDIT COURSE					
	The visit report will be evaluated based on objectives vs understanding, as Satisfactory or Not Satisfactory. If the score is NOT Satisfactory, the students have to make up the understanding level in the subsequent visits or he has to make visits to such facilities again and fulfill the requirements.					
	Course Outcomes:					
	Upon completion of this course the students will be able to:	Bloom's Taxonomy				
CO1	Understand various types of SES facilities their concept and services.	L2 - Understand				
CO2	Understand type of programs / Government and other schemes implemented /Grants available at various stages of startup.	L2 - Understand				
CO3	Understand how to use such facilities /services /programs in future In the startup journey.	L2 - Understand				

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REFERENCES:	
1.	https://www.meetup.com/indianstartups/?msockid=08e2ffdadf226be9055fec2eded56a0b
2.	https://www.degruyter.com/document/doi/10.1515/erj-2016-0011/html?lang=en
3.	https://www.orfonline.org/research/the-indian-startup-ecosystem-drivers-challenges-and-pillars-of-support
4.	https://www.startupindia.gov.in/content/sih/en/startup_india_showcase.html
5.	https://www.investindia.gov.in/startup-india-hub

Mapping of COs with POs						
COs	Pos					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	1	2
CO2	2	1	2	3	2	2
CO3	2	2	3	2	1	2
Avg.	2.3	1.6	2.3	2.3	1.3	2
1 – Low, 2 –Medium, 3 – High						

MB24IE304	DESIGN THINKING FOR NEW PRODUCT DEVELOPMENT - PRACTICAL				CP	L	T	P	C
					3	1	0	2	2
Programme & Branch	PG – MBA - INNOVATION, ENTEPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)				Version: 1.0				
Course Objectives:									
1.	To identify the problem statement of the customers.								
2.	To better understand the needs of the customers.								
3.	To draw upon, interpret, and weight all the findings.								
4.	To generate as many different ideas as possible and visualize them.								
5.	To develop a prototype of ideas and test them.								
A. INTRODUCTION (Not for examination)								2	
Importance	Design thinking is an agile, customer centric and customer experience-based product/process/service/business model/management system/strategy innovation methodology								
	In this VUCA (Volatile, Uncertain, Complex, Ambiguous) business environment, design thinking is widely used to create specific USP's to win over the existing and emerging competition.								
Real-Life Examples	Product Innovation : Gillet Razor								
	Process Innovation : IBM-User Centric Solutions								
	Service Innovation : Airbnb-User Needs								
	Business Innovation : Netflix-Business Model								
Linkages Future Courses: New Venture: Establishment and Management.									
A1	Week	Details of Activity	Suggested Tools*	Duration					
				L	T	P			
	1	Overview of Design thinking, Various Phases & Tools of Design Thinking, and Batch Formation.	Txt. Book Pg. No.:40 to 44	2	-	1			
	2	Understand Phase	DT 01-05	2	-	1			
	3	Understand Phase		1	-	2			
	4	Observe Phase	DT 06-14	2	-	1			
	5	Observe Phase		1	-	2			
	6	Review-I of Week 1-5	-	-	-	3			
	7	Define/Point of View	DT 15-17	2	-	1			
	8	Ideate Phase	DT 18-23	2	-	1			
	9	Ideate Phase		1	-	2			
	10	Review-II of Week 7-9	-	-	-	3			
	11	Prototype & Test phase	DT 24-31	1	-	2			
	12	Prototype & Test phase		1	-	2			
	13	Report Preparation and Discussions	-	-	-	3			
	14	Review-III: Team Presentation	-	-	-	3			
	15	Review-III: Team Presentation	-	-	-	3			
Total No. of Periods: 47				15	-	30			

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B. EXECUTION

- The list of suggested DT tools is attached. The team can use the necessary tool for the chosen problem.
- All DT tools need not be used by all teams.
- Team Size: Three Students.
- Each team must choose a business/social problem and execute the 6 phases of Design Thinking.
- During the end of the course each team must submit a report (15-30 pages + Annexures) and make a presentation.

C. ASSESSMENT (Project course type evaluation)

Review I – 20 Marks

Review II – 20 Marks

Review III – 20 Marks

End Semester Examination: Evaluation of report and presentation – 40 Marks

Course Outcomes:				
	Upon completion of this course the students will be able to:		Bloom's Taxonomy	
CO1	Getting customer insights and appropriate problem statement.		L3-Apply	
CO2	Observe the customer pains and gains to have better understanding.		L4-Analyze	
CO3	Develop a point of view from the various insights gathered and write a problem statement.		L4-Analyze	
CO4	Ideate and develop innovative solution to the customer problem.		L6-Create	
CO5	Create a prototype as a solution base and test the same.		L5-Evaluate	
TEXT BOOK:				
1.	The Design Thinking Playbook, Michael Lewrick, Patrick Link, Larry Leifer, Wiley, 2018.			
REFERENCE BOOKS:				
1.	Design Thinking Process & Methods, Robert Curedale, 5 th edition, Design Community College, 2019.			
2.	Design Thinking for Strategic Innovation, Idris Mootee, Wiley, 2013.			
3.	Change by Design, Tim Brown, HarperCollins Publisher, 2009.			
4.	Design Thinking for dummies, Chrisian Muller- Roterberg, Willey, 2020.			
5.	Unmukt – Science and Art of design thinking, Arun Jain and School of design thinking, 2021.			
WEB REFERENCE:				
	Publisher	Website link	Topic	
1.	Wiley	https://en.dt-toolbook.com/tools-eng	DT Tools	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Topic	Video link
1.	NPTel	Prof. Ravi Poovaiah, IIT Bombay.	Design Thinking and Innovation	https://onlinecourses.swayam2.ac.in/aic23_g e17/unit?unit=9&lesson=13
2.	NPTel	Prof.Ashwin Mahalingam & Prof.Bala Ramadurai IIT Madaras	Design Thinking – A Primer	https://archive.nptel.a c.in/courses/110/106/ 110106124/


Design Thinking Tools

DT. No.	Tools Name	DT. No.	Tools Name
1.	Create a persona	17.	Formulate sentence for point of view, e.g., "How might we . . ." questions
2.	Hook canvas	18.	Hold a brainstorming session
3.	Jobs-to-be-done framework	19.	Apply creativity techniques
4.	Create future user	20.	Gain depth of ideas
5.	Customer Journey Map	21.	Scamper
6.	Empathy map	22.	Structure, cluster, and document ideas
7.	Perform AEIOU (what? how? why?)	23.	Idea communication sheet
8.	Check critical assumptions	24.	Develop prototypes
9.	Need finding discussion, including posing open questions	25.	Use different kinds of prototypes
10.	Lead user	26.	Boxing and shelving
11.	WH questions	27.	Hold prototyping workshop
12.	Be mindful	28.	Test procedure
13.	Use talking stick	29.	Use feedback-capture grid
14.	Include empathy in UX design	30.	Conduct A/B testing
15.	Carry out 360° view	31.	Experiment grid
16.	Use 9-window tool and daisy map	32.	Any other Design Thinking tools

Mapping of COs with Pos

COs	Pos					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	1	2	1
CO2	1	3	1	2	1	2
CO3	2	2	3	3	1	2
CO4	2	3	2	2	1	1
CO5	1	3	2	1	2	1
Avg.	1.8	2.6	1.8	1.8	1.4	1.4

1-Low, 2 -Medium, 3-High.


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MB24IE305	LEAN BUSINESS MODEL DEVELOPMENT- PRACTICAL	CP	L	T	P	C
		3	1	0	2	2
Programme & Branch	PG – MBA- INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)	Version: 1.0				
Course Objectives:						
1.	To understand the basic principles of lean business model development.					
2.	To apply MVP and BMC to achieve organizational objectives.					
3.	To apply lean startup principles to continuously iterate and improve your business model.					
4.	To understand the importance of customer validation in business development process.					
5.	To create well-structured business plan for organizational success.					
A.	INTRODUCTION (Not for examination)					2
Importance	Lean business development is crucial as it imparts essential skills in effective resource management, customer-focused strategies, and rapid market adaptation, all of which are vital for nurturing and growing startups and entrepreneurial ventures.					
Real Life Example	New Business: It can be applied to both the launch of a new business / company and the enhancement of an already existing one.					
Linkages	Future Courses: New Venture: Establishment and Management, Family Business Management, Operations Management for startups and Social Entrepreneurship.					
B.	EXECUTION					
Week	List of Experiments / Exercises	References	Duration			
			L	T	P	
1.	Understanding Lean Business Model Development Methodology + Student Team Formation	T.01: PP. 1- 40	1	-	2	
2.	Understanding the Nine Blocks of Lean Business Model Canvas + Identification of MVP (Product/Process/Service/Business Model)	T. 02: PP. 16-51	2	-	1	
3.	Development of Business Model Canvas for the chosen MVP	Ref. 01: PP.226-228, 234- 238, 239	1	-	2	
4.	Lean Business Model Canvas+ Metrics for Customer validation + Identify potential customer (Customer Discovery)	T. 01: PP. 21 Ref. 01: PP.226 T. 02: PP.128-133 T. 01: PP. 12-13	1	-	2	
5.	Review-I (Works of Week 1 - 4)	-	-	-	3	
6.	Meeting Customer and MVP and Business Model Canvas validation	T. 03: PP. 106-111	3	-	-	
7.	Iteration & Improvement of MVP & BMC	T. 01: PP. 16-17	2	-	1	
8.	Preparation of final Business Model Canvas	-	-	-	3	
9.	Review-II(Works of Week 6 - 8)	-	-	-	3	
10.	Value Proposition Design and USP creation	T. 01: PP. 23	1	-	2	
11.	Customer validation and improvement of Value Proposition Development & USP	T. 03: PP. 56-60	1	-	2	
12.	Business Plan	-	2	-	1	

13.	Discussions	-	1	-	2
14.	Review-III: (Presentation of final Minimum Viable Product, Business Model Canvas, Business Plan)	-	-	-	3
15.	Review-III: (Presentation of final Minimum Viable Product, Business Model Canvas, Business Plan)	-	-	-	3
Total No. of Periods: 47			15	-	30

1. Batch Formation

Team Size: Three Students per team.
Each team must choose a business model (Product / Services).
During the end of the course each team must submit a business plan /business report (15-30 pages And Annexures) and make a presentation.

2. Assessment (Project course type evaluation)

Review I - 20 Marks
Review II - 20 Marks
Review III - 20 Marks
End Semester Examination: Evaluation of report and presentation - 40 Marks.

Course Outcomes:


	Upon completion of this course the students will be able to:	Bloom's Taxonomy
CO1	Understand the importance of lean business model in organizational success.	L2 - Understand
CO2	Apply MVP and BMC to discover the potential customer.	L3 - Apply
CO3	Apply lean startup principles to improve business models.	L3 - Apply
CO4	Evaluate the product market fit by customer validation.	L5 - Evaluate
CO5	Create well-structured business plan to achieve organizational goal.	L6 - Create

TEXT BOOKS:

1.	The search for product -market fit by jeromekehrli, 17 Aug 2020.
2.	Business Model Generation: A Handbook for Visionaries Game Changers andChallengers, Written by Alexander Osterwalder and Yves Pigneur.
3.	Value Proposition Design, Alex Ostervalder, Yves Pigneur, Greg Bernarda, Alen Smith.

REFERENCE BOOK:

1.	The design thinking play book, Michel lewrick, Patrick link, larryleifer, Published by John wiley & sons Inc, Hoboken, New jersey 2018.
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WEB REFERENCE:				
	Publisher	Website link	Type of Content	
1.	Planview	https://www.planview.com/resources/articles/lean-business-development/	Seven Lean Principles for sustainable growth	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	YouTube	Patrick Dang	Lecture Video	https://www.youtube.com/watch?v=hIK09QyGHmU
2.	YouTube	Patrick Dang	Lecture Video	https://www.youtube.com/watch?v=fFzJ-cq5VOg&t=9s
3.	YouTube	Dr.Manee Sankaran Dr.Aravind	Lecture Video	https://www.youtube.com/watch?v=S340U2u8gnY

Mapping of COs with POS						
	Pos					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	2	3	1	1
CO2	1	3	1	3	1	1
CO3	2	2	3	3	1	2
CO4	1	2	1	2	1	1
CO5	2	2	3	3	2	3
AVG.	1.8	2	2	2.8	1.2	1.6
1 – Low, 2 –Medium, 3 – High						

MB24IE901	SKILL DEVELOPMENT COURSE -I	CP	L	T	P	C
		3	1	0	2	2
Programme & Branch	PG – MBA - INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)	Version: 1.0				
	Course Objectives:					
1.	To understand and properly use the necessary Software Tools for Business Administration.					
2.	To develop the necessary Professional Skills					
3.	To develop necessary Soft Skills.					
4.	To understand how to use these skills effectively in a Startup / Business Environment.					
A.	Background					
	The theory courses taught in the program (Core and Electives) provide necessary knowledge inputs towards Innovation, Entrepreneurship, Startups, and Business Administration.					
	Further, the students need to develop startup, management, and personality-related skills through the skill development courses.					
	The skills required are classified under three categories (Business Software) Tools Usage Skills, Professional Skills, and Soft Skills.					
	These skills are incorporated through these skills' development courses.					
C1	Skill Development Course – I					
	Module – I: Tools Usage – MS-Office					
Week	Details of Activity	Duration				
		L	T	P		
1	MS Word	1	-	2		
2	MS Word	1	-	2		
3	MS Excel	1	-	2		
4	MS Excel	1	-	2		
5	MS PowerPoint	1	-	2		
6	Other MS Office Tools (Not for assessment)	1	-	2		
7	Assessment	-	-	-		
	Module – II: professional skills					
8	Communication Skills General & Business (Written & Oral)	1	-	2		
9	Report reading and comprehension, Report writing skills	1	-	2		
10	Marketing skills	1	-	2		
11	Assessment	-	-	-		
	Module – III: Soft Skills					
12	Initiative & Leadership	1	-	2		
13	Negotiation & Networking	1	-	2		
14	Creativity & Organization	1	-	2		
15	Assessment	-	-	-		
Total: 36 Periods						

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C2	Skill Development Course – II				
	Module – I: Tools Usage -SPSS				
Week	Details of Activity	Duration			
		L	T	P	
1	Data Analysis and Interpretation	1	-	2	
2	Predictive Analytics and Modeling	1	-	2	
3	Market Research and Customer Analysis- Business Intelligence and Data Mining	1	-	2	
4	Decision Support and Strategic Planning	1	-	2	
5	Assessment	-	-	-	
Module – II: Professional skills					
6	Customer Interview Skills	1	-	2	
7	Understanding market and pricing skills	1	-	2	
8	Customer service skills	1	-	2	
9	Assessment	-	-	-	
Module – III: Soft Skills					
10	Teamwork and Cooperation	1	-	2	
11	Self Confidence & Self-Control	1	-	2	
12	People address & Commitment	1	-	2	
13	Empathy	1	-	2	
14	Customer Orientation	1	-	2	
15	Assessment	-	-	-	
Total: 36 Periods					

C3	Skill Development Course – III				
	Module – I: Tools Usage – Accounting Software (Tally / ZOHO Books)				
Week	Details of Activity	Duration			
		L	T	P	
1	Data Entry and Formatting, Formulas and Functions, Data Analysis Tools	1	-	2	
2	Charts and Graphs, Data Visualization and Reporting	1	-	2	
3	Automation and Efficiency, Collaboration and Sharing	1	-	2	
4	Advanced Data Analysis, Data Integration, Security	1	-	2	
5	Assessment	-	-	-	
Module – II: professional skills					
6	Business Etiquette	1	-	2	
7	Organization culture creation & execution strategy	1	-	2	

8	Social Media marketing skills	1	-	2
9	Assessment	-	-	-
Module – III: Soft Skills				
10	Achievement orientation	1	-	2
11	Strategic orientation	1	-	2
12	Analytical thinking	1	-	2
13	Conceptual thinking	1	-	2
14	Efficiency and quality	1	-	2
15	Assessment	-	-	-
Total: 36 Periods				

B.	ASSESSMENT					
	<p>Tools Usage</p> <ul style="list-style-type: none"> • Exercise will be given. • Each exercise is assessed for 10 marks. • Average of marks scored in all exercises is reduced to a maximum of 30 marks. • An overall assessment will be carried out for a maximum of 20 marks. <p>* Professional Skills Out of various Professional Skills taught, students will be assessed on any 2 Professional Skills (Maximum marks: 25).</p> <p>* Soft Skills Out of various Soft Skills taught, students will be assessed on any 2 Soft Skills (Maximum marks: 25).</p>					
	Course Outcomes:					
	Upon completion of this course the students will be able to:					Bloom's Taxonomy
CO1	Implement essential software tools to optimize business operations.					L3 - Apply
CO2	Apply the professional skills to perform effectively in diverse business contexts.					L3 - Apply
CO3	Demonstrate key soft skills in teamwork and problem-solving situations.					L3 - Apply
CO4	Utilize their skills in real-world business scenarios to foster growth and innovation.					L3 - Apply
Mapping of COs with POs						
COs	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	1	3	1	1
CO2	3	1	1	3	1	2
CO3	2	1	1	1	1	3
CO4	3	3	3	3	1	2
Avg.	2.2	1.5	1.5	2.5	1	2.0
1-Low, 2 -Medium, 3-High.						

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MB24IE902	EXPERIENTIAL LEARNING COURSE – I	CP	L	T	P	C
		2	0	0	2	1
Programme & Branch	PG – MBA - INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)	Version: 1.0				
	Course Objectives:					
1.	To understand Business and its nuances.					
2.	To understand the various stages of starting a business.					
3.	To understand how competitors, play a role in business and market in the competitive environment.					
4.	To understand reasons for the success or failure of a business.					
5.	To understand the innovative strategies adopted in various areas of business and businessadministration.					
A.	BACKGROUND					
	The students, aspiring to become entrepreneurs have to know the various facets of Entrepreneurship, Innovation, Startups, and Business Administration. Some of the key aspects are Market Research, Customer Needs, Business Ideas, Innovative Solutions, Problem-Solution Fit, Business Model, Product- Market Fit, Fund Raising, Valuation of Startups, Business Execution, and Business Administration (Marketing, HRM, Finance Management, Operations Management and System, Strategy and Leadership).					
B.	EXECUTION					
	<p>Resource Persons: Business Leaders, Business Consultants, Entrepreneurs, Mentors, Startup Founders, Incubation Centre Heads, Bankers, Startup Investors, Organizations like DIC, SIDBI, ITCOT, etc., Online Contents and Books.</p> <p>Events:</p> <ul style="list-style-type: none"> • Experience sharing sessions • Dos and DON'Ts sessions • Guiding sessions • Awareness sessions • Book Reviews • Startup-related YouTube-based discussions • Similar events 					
C.	ASSESSMENT:					
	Each student will submit an EXPERIENCE LEARNING REPORT (1 - 2 pages) for each event, on what they have learned out of the session. Each Report is evaluated for 10 marks. Best 10 Report marks will be added to get marks out of 100 marks.					
Total No. of Periods: 30						
	Course Outcomes:					
	Upon completion of this course the students will be able to:				Bloom's Taxonomy	
CO1	Apply fundamental concepts to real-world business scenarios.				L3 - Apply	
CO2	Implement the stages of starting a business in simulated environments.				L3 - Apply	
CO3	Apply competitive analysis techniques to assess the role of competitors.				L3 - Apply	
CO4	Use key indicators to determine the success or failure of a business.				L3 - Apply	
CO5	Apply innovative strategies in business and administrative decision-making.				L3 - Apply	

Mapping of COs with Pos						
COs	Pos					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	1	3	1	1
CO2	3	3	2	2	1	1
CO3	2	1	1	3	1	3
CO4	2	1	1	3	3	1
CO5	3	2	3	3	2	3
Avg.	2.6	1.6	1.6	2.8	1.6	1.8
1 – Low, 2 –Medium, 3 – High						





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MB24IE601	CAPSTONE PROJECT – I BUSINESS IDEA AND PROBLEM SOLUTION - FIT				CP	L	T	P	C
					6	0	0	6	3
Programme & Branch	PG – MBA - INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)				Version: 1.0				
	Course Objectives:								
1.	To study the business environment and customer.								
2.	To identify a potentials business problem.								
3.	To develop innovative solutions.								
4.	To develop an executable business model.								
5.	To write a business plan and start up launch strategy.								
6.	To understand metrices to measure and test.								
A.	BACKGROUND								
	<ul style="list-style-type: none"> • Capstone Project is a multifaceted, comprehensive, and interdisciplinary project that often requires students to apply the knowledge and skills acquired throughout their academic career to solve real-world problems (or) issues. • This course aims at giving hands-on experience to become a competent startup entrepreneur or various faces of solving a problem into a viable business (maybe profit-based or not profit-based). • It is a semester-long course where the students are expected to identify the areas of interest and work to deliver the desired outcome. 								
CSP-1:	Business Idea and Problem - Solution Fit								
	It involves Business Environment Scanning, Customer Needs, Wants and Desires, Founders Team & Business Idea, Innovative Solution, Minimum Viable Product (MVP) and Problem - Solution – Fit. The Business Plan and Startup Launch Strategy involves Product, USP, Business Structure, Legal, Tax and Compliance aspects, Business Registration, Business Execution, Business Growth, Venture funding – Various stages (if needed), Sustainable Business Development, Exit / IPO.								
CSP-2:	Business Model Development								
	It involves Pre-incubation funding (if needed), MVP / Prototype, Business Model Development and Value Proportion Design. The Business Plan and Startup Launch Strategy involves Product, USP, Business Structure, Legal, Tax and Compliance aspects, Business Registration, Business Execution, Business Growth, Venture funding – Various stages (if needed), Sustainable Business Development, Exit / IPO.								
CSP-3:	Business Plan and Market Launch Strategy								
	It involves Angel Funding (if needed), Customer Discovery, Customer Validations, Product - Market – Fit, Pivoting / Preserving, Business Plan and Startup Launch Strategy. The Business Plan and StartupLaunch Strategy involves Product, USP, Business Structure, Legal, Tax and Compliance aspects, Business Registration, Business Execution, Business Growth, Venture funding – Various stages (if needed), Sustainable Business Development, Exit / IPO.								
B.	EXECUTION								
	<ul style="list-style-type: none"> • No. of students per team: 3 – 5 • Each batch will have a Faculty Supervisor • Based on the need, a mentor may be attached • Each team has to identify the business area of interest and carry out the CSP-I, CSP-II, and CSP-III 								

	<ul style="list-style-type: none"> In general, CSP-II and CSP-III will be a continuation of CSP-I. If the team wants to change the domain/area, it may be permitted with prior approval. Capstone Project Report (20 – 30 pages, ingeneral) has to be submitted at the end of the semester and make a presentation. 	
C.	EVALUATION	
	<ul style="list-style-type: none"> Each Capstone project will be divided into 3 phases Phase - I Review: 20 Marks Phase - II Review: 20 Marks Phase -III Review: 20 Marks Final Report and Presentation: 40 Marks (End Semester Examination) If a batch fails in a CSP, it will be treated as an arrear, and do the CSP during the next semester and complete it. The team can work on the same or different business problems. 	
	Course Outcomes:	
	Upon completion of this course the students will be able to:	Bloom's Taxonomy
CO1	Analyze the business environment and customer needs to identify.	L4 - Analyze
CO2	Evaluate and prioritize business problems based on the	L5 - Evaluate
CO3	Design and assess innovative solutions to address identified problems.	L6 - Create
CO4	Develop a practical business model to integrate the solution effectively.	L6 - Create
CO5	Create a detailed business plan and launch strategy for the startup.	L6 - Create
CO6	Analyze metrics to measure and test the solution's effectiveness.	L4 - Analyze

Mapping of COs with POs						
Cos	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	1	2
CO2	2	2	2	3	2	2
CO3	3	2	2	2	1	2
CO4	2	3	3	2	2	2
CO5	2	3	3	3	2	2
CO6	2	2	2	3	2	3
Avg.	2.33	2.33	2.33	2.50	1.67	2.17
1 – Low, 2 –Medium, 3 – High						


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